

**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP OF SCHOOL  
PRINCIPALS' LEADERSHIP STYLES  
AND EMOTIONAL INTELLIGENCE  
ON SCHOOL EFFECTIVENESS**

**SUEB BIN IBRAHIM**

Thesis submitted in fulfillment  
of the requirements for the degree of  
**Doctor of Philosophy**

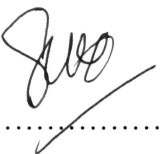
**Faculty of Education**

March 2016

## AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non academic institution for any other degree or qualification.

I, hereby acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student	:	Sueb Bin Ibrahim
Student I.D. No.	:	2005666973
Programme	:	Doctor of Philosophy (Educational Management)
Faculty	:	Education
Thesis Title	:	The Relationship of School Principals' Leadership Styles and Emotional Intelligence on School Effectiveness
Signature of Student	:	 .....
Date	:	23 March 2016

## ABSTRACT

Research on effective leadership and emotional intelligence is growing. Yet, there still remains a gap on the relationships that exist between leadership and emotional intelligence especially on school effectiveness. Utilizing these connections, the main aim of this study was to identify the relationship of principals' leadership style and emotional intelligence and on school effectiveness. This study utilized both quantitative and qualitative approaches in gathering the data for this study. A total of 115 school principals participated in this study for the quantitative analysis while 8 school principals participated in the qualitative analysis. A focus group interview was also conducted for the development of the School Effectiveness Indicator Instrument (SEII) that measured the level of school effectiveness. Two other instruments that were adapted for this study were Bass and Avolio's Multifactor Leadership Questionnaire (MLQ5X Form) that identified the principals' leadership styles, and Mayer - Salovey - Caruso Emotional Intelligence Test (MSCEIT) was used to operationalize emotional intelligence. The findings of this study are as follow. First, it indicated that the principals perceived themselves as exhibiting a highly transformational leadership style as compared to the other two leadership styles, namely transactional and laissez- faire. Second, it revealed that the principals assessed themselves as demonstrating more on managing emotions as compared to the other three emotional branches namely perceiving emotions, facilitating emotions, and understanding emotions. Third, it depicted that over the three years (2007 -2009), the schools in Sarawak occupied the three lower bands of school namely Band 3 (Fairly Low), Band 4 (Satisfactory) and Band 5 (High). Fourth, it revealed that there was a weak but significant relationship between the transactional leadership relationship and emotional intelligence while the other two leadership styles did not indicate any significant relationship. Fifth, there was no evidence to believe that principals' leadership style scores was significantly related to school effectiveness. Sixth, the findings indicated the existence of significant relationships between EI branches and school effectiveness. Seventh, there was no significant relationship between gender and leadership style scores. Eighth, findings indicated no significant relationship between salary grade and leadership style scores and finally, in terms of gender and salary grade, there was no significant difference in the EI as a whole. From the findings of the study, training and other professional development programmes may be more precisely formulated to empower secondary school principals in Sarawak and also in Malaysia as a whole. It also proposes some dimensions and indicators for school effectiveness that can be used as guidelines in measuring the level of school effectiveness in Malaysian schools.

## ACKNOWLEDGEMENT

First and foremost, praise to Allah S.W.T. for His Blessings in making this thesis a success.

My sincere gratitude and upmost appreciation to my main supervisor, Professor Dr. Parmjit Singh, for his invaluable guidance, continuous constructive ideas and intellectual advice in the preparation and completion of this thesis. My sincere appreciation and thanks to my co-supervisors, Dr. Sathiamoorthy Kannan and Associate Professor Dr. Paul Lau Ngee Kiong for their guidance, advice and assistance in the completion of this thesis.

My special thanks to Professor Dato' Dr. Jamil Haji Hamali, Rector of UiTM Sarawak, Professor Dr. Haji Mohd Mustafa Mohd Ghazali, Dean of Faculty of Education, UiTM, Associate Professor Dr. Haji Izaham Shah Ismail, Professor Dr. Chan Yuan Fook, Professor Dr. Gurnam Kaur Sidhu, Associate Professor Dr. Abang Ahmad Ridzuan Abang Awit, Associate Professor Dr. Firdaus Abdullah and Associate Professor Dr. Corina Joseph for their assistance and support in the completion of this thesis.

I would also like to extend my deep gratitude to the validation and translation panel members who generously allocated time and energy to assure my study instruments were valid and reliable. My special gratitude to both the Ministry of Education and the Sarawak Education Department for the approval given in conducting this study. My thanks also go to the respective Secondary School Principals and Teachers of Sarawak for the cooperation and support in this study. I would also like to thank Mr. Masle Terhim, Miss Norlida Nawawi, Madam Ng Kui Choo and Madam Belinda Jame Mising for their assistance and support in the completion of this thesis.

My heartfelt thanks to my beloved wife, Ramilah Boje, who has been very supportive and a pillar of strength throughout this challenging period. My sincere thanks also go to my children, Muhammad Izzat Azeem and Muhammad Izzul Hakim, for their patience and understanding that had given me the drive and courage.

My special thanks to my beloved mother and my family members for their understanding and continuous support. Finally, I dedicate this thesis to my beloved late father, Haji Ibrahim Hajee Reruan, who is my constant source of inspiration.

## **TABLE OF CONTENTS**

	<b>Page</b>
<b>CONFIRMATION BY PANELS OF EXAMINERS</b>	ii
<b>AUTHOR’S DECLARATION</b>	iii
<b>ABSTRACT</b>	iv
<b>ACKNOWLEDGEMENT</b>	v
<b>TABLE OF CONTENTS</b>	vi
<b>LIST OF TABLES</b>	xv
<b>LIST OF FIGURES</b>	xxi
<b>LIST OF ABBREVIATIONS</b>	xxii

### **CHAPTER ONE: INTRODUCTION**

1.1 Research Background	1
1.2 Statement of the Problem	7
1.3 Objectives of the Study	13
1.4 Research Questions	13
1.5 Significance of the Study	14
1.6 Limitations of the Study	16
1.7 Definition of Terms	18
1.8 Chapter Summary	20